

EFFECTS OF SCHOOL DISTRICT REORGANIZATION
FOR 1959-1960 ON IOWA SUPERINTENDENTS

A Field Report

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by

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Approved by Committee:

11.

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CHAPTER I

INTRODUCTION

Each year more of the citizens of the state of Iowa are realizing that to provide an adequate education for their children, school districts must include enough pupils to keep the cost per pupil at a reasonable rate. Shultz said:

Iowa has led the nation since the White House Conference on Education in 1955 in the reduction in the number of school districts and in the elimination of one-room rural schools and of high schools with inadequate programs.¹

I. THE PROBLEM

The purpose of this study was to determine the effects school district reorganization had on the status of Iowa superintendents both professionally and from the standpoint of salary by seeking to answer the following questions: Does the superintendent (1) become superintendent of the newly reorganized district? (2) become principal of one of the schools involved in the reorganization? (3) become a classroom teacher in one of these schools? (4) become a superintendent, principal or classroom teacher of a school that is not directly involved in the reorganization?

¹John G. Shultz, "A Review of School District Reorganization in Iowa, July 1, 1958 through June 30, 1959," Educational Bulletin, September, 1959, p. 1.

(5) receive a comparable salary after reorganization? (6) enter into some other type of work or profession? The results of this study will be compared with conclusions Glass found with a similar study covering a two year period from 1955 to 1957.¹

II. IMPORTANCE OF THE STUDY

With such a rapid increase in the reduction of the number of school districts many educators are interested in the effect it will have on the employment of superintendents. Do these superintendents whose districts are absorbed by reorganization stay in school administration work or are they forced to leave the school administration phase of the education profession?

III. PROCEDURES

A list of reorganized districts from July 1, 1958, through June 30, 1959, was obtained from the September, 1959, issue of the Educational Bulletin.² Present addresses of

¹Robert I. Glass, "What Happens to Iowa Superintendents as a Result of Local School District Reorganization" (unpublished Master's thesis, Drake University, Des Moines, Iowa, 1959).

²State of Iowa, Department of Public Instruction, Educational Bulletin, September, 1959 (Des Moines, Iowa: Department of Public Instruction, 1959).

the superintendents of schools employed in districts where reorganization took place were obtained from the Iowa Educational Directory.¹

This study was of superintendents of schools in those districts where two or more superintendents were employed at the time school district reorganization became effective in the 1958-1959 school year.

In order to determine what happened to the superintendents a questionnaire was prepared similar to one used by Glass.² On December 9, 1959, questionnaires were mailed to the superintendents of schools in districts affected by district reorganization from July 1, 1958 through June 30, 1959.³ Eighty-six, or 86 per cent, responded to the questionnaire.

Tabulations of returns of the questionnaires were made to show those superintendents who accepted positions in only one school after reorganization and those superintendents who accepted positions in other locations after reorganization. Tabulations were made to show age, training, experience, position and salaries. In order not to reveal the name of superintendents involved, a number was assigned each superintendent and used in the preparation of the tables.

¹State of Iowa, Department of Public Instruction, Iowa Educational Directory 1959-1960 (Des Moines, Iowa: Department of Public Instruction, 1959).

²Glass, op. cit., pp. 37-38.

³Appendix

The average amount of salary increases for superintendents by age; the average amount of salary increases for superintendents by years of teaching experience; the financial status after reorganization of superintendents with and without master's degrees was determined and reported.

Comparisons of the status of the superintendents studied were then made with the findings reported by Glass in a similar study which covered a two year period from 1955 through 1957.¹

IV. LIMITATIONS

The results of this study was limited by the following factors: (1) only eighty-six per cent of the superintendents returned the questionnaire. (2) the study included only those superintendents in reorganizations where two or more superintendents were involved, and (3) the study did not include those superintendents in larger cities that absorbed only rural areas through reorganization.

V. DEFINITIONS OF TERMS USED

In order to develop clarity throughout this study, the following terms were defined:

¹Glass, op. cit., pp. 29-32.

Classroom teacher. A classroom teacher is a person who spends most of his or her time teaching the academic subjects. He is usually called on by the principal to work at one or more extra-curricular activities.

Principal. The principal is the individual whose main function is supervision. He is also the plant and business manager of his assigned building or buildings. He usually handles the disciplinary problems and in some instances teaches one or two classes.

Reorganization. Reorganization is the combining of two or more high school districts into one new district.

School district. A school district is a geographical division within a state for the purpose of maintaining a system of public education.

Superintendent. The superintendent is the individual who is hired by the board of education to supervise and carry out the administrative duties for the local school district. In some instances he teaches one or two classes.

VI. A REVIEW OF SCHOOL DISTRICT REORGANIZATION IN IOWA AND ITS EFFECTS ON IOWA SUPERINTENDENTS

There has been a rapid increase in school district reorganization in Iowa. Glass studied one-hundred and one school superintendents involved in reorganization from July 1, 1955 to July 1, 1957.¹ A total of one-hundred and two

¹Glass, op. cit., p. 2.

new school districts were formed during the school year 1958-1959. Forty-three of these new districts involved two or more high schools. There were one-hundred school superintendents affected by reorganization during the 1958-1959 fiscal school year. Shultz, Reorganization Consultant, from the Iowa State Department of Public Instruction stated:

The reorganizations during the fiscal year 1958-1959 reduced the number of all types of school districts from 2,779 to 2,052 and total number of high school or twelve-grade districts from 694 to 632.¹

Shultz emphasized the rate of increase in reorganization when he wrote, "the elimination of 727 districts of all types and of 79 districts maintaining high schools during the past year sets another record."²

The elimination of high school districts does affect the employment of Iowa superintendents. The conclusions reported by Glass in his study included:

1. Superintendents' positions, in a majority of cases, were not jeopardized by school district reorganization.
2. Superintendents tended to remain in some type of administrative position after reorganization regardless of whether they remained in the reorganized district or not.
3. Superintendents remaining in the reorganized school district as superintendents received the greatest salary increases.

¹John G. Shultz, "A Preview of School District Reorganization in Iowa, July 1, 1958 through June 30, 1959," Educational Bulletin, September, 1959, p. 1.

²Ibid., p. 1.

4. Younger superintendents tended to remain in the same school district after reorganization as superintendents. Administrative experience did not seem to be the determining factor in their reassignment.

5. After reorganization, superintendents who held a master's degree and above fared better financially than those with less than a master's degree.

6. Superintendents with ten to nineteen years of teaching experience had the largest percentage of salary increases, after reorganization, 92 per cent. Salary increases declined percentage-wise with each experience group after the ten to nineteen year experience group. However, superintendents' salaries tended to increase after reorganization in all brackets up to the forty to forty-nine years' experience bracket; however, there were only three cases in this category. The highest percentage of salary decreases occurred in the group with twenty to twenty-nine years' experience.

7. Superintendents between the ages of thirty-one to fifty had the largest percentage of salary increases. The highest percentage of salary decreases occurred in the group ages fifty-one to sixty.¹

VII. SUMMARY

Reorganization in Iowa has moved very rapidly. People are realizing the benefits obtained for their children from school district reorganization.

Superintendent of schools employed in districts where reorganization has taken place are finding their positions, in a majority of cases, not jeopardized by school district reorganization. Those superintendents remaining in the same school district as superintendents, received the

¹Glass, op. cit., pp. 29-32.

largest salary increases. The superintendents remaining in the same district after reorganization tended to be younger than those superintendents who accepted positions in other locations. After reorganization the superintendent who received the greatest salary increase had the following characteristics: (1) he held a master's degree, (2) he was between the ages of thirty-one to fifty, (3) he had had from ten to nineteen years of teaching experience. Superintendents tended to remain in some type of administrative position after reorganization.

positions in other locations after reorganization. The average salary increase was \$1,000 per year. The average years of teaching experience was 15 years before reorganization, after reorganization it was 14 years. The average number of master's degrees was 1.5 before reorganization and 1.6 after. Salary data of this study, 1957-1958, will be compared with salary data as reported for 1956-1957.

The following table shows the distribution of superintendents by age, years of teaching experience, and number of master's degrees before and after reorganization. The data is indicated in Table 1. The number of superintendents remained in the same district after reorganization. Thirty-three remained in the same district after reorganization.

CHAPTER II

STATUS OF IOWA SCHOOL

SUPERINTENDENTS AFTER SCHOOL DISTRICT REORGANIZATION

Many school administrators, after giving constructive leadership to school district reorganization, are finding that their job status has changed. This chapter will show the age, training, experience, position, and salary of those superintendents who accepted positions in the same school after reorganization and those superintendents who accepted positions in other locations after reorganization. The average salary increases will be reported by age and by years of teaching experience. Also the financial status, after reorganization of superintendents with and without master's degrees, will be reported. Comparison of the salary data of this study, 1958-1959, will be made with salary data as reported for 1955-1957.

I. SUPERINTENDENTS REMAINING IN SAME SCHOOL AFTER REORGANIZATION

The study covered forty-three newly formed school districts from July 1, 1958, through June 30, 1959. As indicated in Table I, a total of sixty-three superintendents remained in the same school district after reorganization. Thirty-three remained as superintendents, eighteen as

assistant superintendents, eleven as principals, and one as a classroom teacher. The ages of these superintendents ranged from twenty-nine to sixty-four, an average age of forty-seven years. They averaged fourteen years experience as superintendents, with a range from one to thirty-eight years of administrative experience. These superintendents also had an average of twenty-two years' teaching experience, with a range from six to forty years. The average increase in salary of the sixty-one superintendents reporting was \$755.00. The range of salaries of the sixty-one superintendents reporting was from \$5,300.00 to \$9,000.00 before reorganization and from \$5,200.00 to \$10,000.00 after reorganization. The salaries of two superintendents were not reported. Fifty-four superintendents reported increases in salaries, two decreases and five no change.

Superintendents

The average increase in salary of the thirty-three reporting superintendents remaining as superintendents in the same district after reorganization was \$1,011.00. Their salaries ranged from \$5,400.00 to \$9,000.00 before reorganization and from \$5,200.00 to \$10,000.00 after reorganization. One of the thirty-three superintendents remaining as superintendent held a bachelor's degree plus thirty semester hours. Fourteen of the superintendents held masters' degrees and eighteen had completed work beyond the

master's degree. The average age of these thirty-three superintendents was forty-six years, ranging from thirty-one to sixty-two years.

Assistant Superintendents

The eighteen superintendents who became assistant superintendents increased their salaries by an average of \$390.00. Their salaries ranged from \$5,300.00 to \$7,000.00 before reorganization and from \$5,400.00 to \$7,400.00 after reorganization. Eight of these assistant superintendents held master's degrees with graduate hours beyond the master's degree. Six men held master's degrees. One man held a bachelor's degree plus thirty semester hours and three of these assistant superintendents held bachelors' degrees plus fifteen semester hours. Their ages ranged from twenty-nine to sixty-four, an average of forty-seven years. Thirteen of these assistant superintendents increased their salaries, four stayed the same. One man did not report his salary.

Principals

There were eleven superintendents who remained in the same school district after reorganization as principals. Their average increase in salary was \$680.00. Their salary range was from \$5,500.00 to \$6,500.00 before reorganization and from \$5,200.00 to \$7,500.00 after reorganization. Three

TABLE I

AGE, TRAINING, EXPERIENCE, POSITION AND SALARIES OF IOWA PUBLIC SCHOOL SUPERINTENDENTS ACCEPTING POSITIONS IN THE SAME SCHOOL AFTER REORGANIZATION, AS OF JULY 1, 1959.

Iden- tity	Age	TRAINING				EXPERIENCE			REMAINING IN SAME SCHOOL AFTER REORG. AS:				ANNUAL SALARY	
		BA	BA + 15 Sem. Hrs.	BA + 30 Sem. Hrs.	MA	MA and above	Total years teach- ing	Total years as Supt.	Supt.	Asst. Supt.	Prin- cipal	Before Reorg.	After Reorg.	
22	32		X		X		7	2		X		\$6200	\$6780	
89	53						30	13		X				
38	53			X			30	10			X	8100	8700	
45	64						28	12				5700	6000	
68	64						38	38		X		6250	6800	
18	34				X		11	3		X		5500	5800	
70	51				X		27	17	X			7410	7710	
60	49				X		25	14		X		6700	6800	
95	50					X	28	26	X			7000	8000	
12	54				X		28	16	X			6800	8000	
69	57					X	31	25		X		6350	6950	
28	36				X		10	6	X			6000	7600	
94	35		Not indicated				7	1			X	6500		
35	48				X		23	19	X			8000	8400	
27	48						22	11			X	6100	6400	
5	37						15	7	X			7430	9000	
98	47						24	19	X			6300	6800	
21	50						19	4			X	6000	6400	
17	38				X		14	4	X			6500	7200	
101	56				X		32	25	X			7000	7800	
57	54				X		33	31	X			7000	8000	
50	53				X		31	23	X		X	6000	7500	
56	57				X		31	21	X			7600	10000	

TABLE I (CONTINUED)

Identity	Age	BA	BA + 15 Sem. Hrs.	BA + 30 Sem. Hrs.	MA	MA and above	Total years teach- ing	Total years as Supt.	Supt.	Asst. Supt.	Princi- pal	Before Reorg.	After Reorg.
3	38				X		13	11	X			\$8700	\$10000
42	31				X		10	5	X			6900	6900
49	53					X	30	13		X		6450	6700
91	44					X	22	17	X			6800	7600
43	46					X	21	16	X			9000	9250
36	60				X		37	22	X			7850	9000
76	49			X			22	11			X	6100	7100
9	36					X	12	9	X			7300	8200
74	35				X		12	5	X			6400	7500
83	57		X				26	10			X	5450	6000
34	37					X	11	7			X	7000	7300
84	62					X	39	37			X	5400	5400
39	42				X		14	6			X	6000	6000
102	51		X				30	28			X	6800	6800
58	37					X	16	10	X			7800	9000
73	40					X	15	9	X			6800	7400
66	29					X	6	1		X		5300	6100
4	39					X	14	6	X			7200	8500
2	34				X		11	2			X	6500	7500
8	60			X			25	23		X		5300	5400
48	52				X		25	12			X	5500	5800
88	41					X	16	8	X			6800	8100
16	60					X	40	23	X			8808	9840
97	37					X	14	12	X			8500	9100
14	55				X		33	28			Teacher	6000	5400
77	32				X		9	5		X		6000	7400
46	62					X	37	32	X			6000	7500
67	32				X		10	2			X	5500	7300

TABLE I (CONTINUED)

Identity	Age	BA	BA + 15 Sem. Hrs.	BA + 30 Sem. Hrs.	MA	MA and above	Total years teach- ing	Total years as Supt.	Supt.	Asst. Supt.	Princi- pal	Before Reorg.	After Reorg.
33	32				X		9	1			X	\$5500	\$6000
6	39				X		11	7	X			6500	7650
62	49				X		20	8		X		5500	5800
75	54				X		22	5			X	5500	5200
85	59					X	37	34	X			7400	7900
81	51					X	28	20		X		7000	7000
86	39					X	13	9		X		6000	6800
64	38					X	12	8	X			7000	8500
1	52					X	30	24	X			6500	8000
54	42					X	11	3	X			7200	8000
23	51					X	32	26	X			7200	8000
78	55				X		24	15	X			6000	8000

of the eleven principals held master's degrees with hours completed beyond the master's degree. Six held master's degrees only and one held a bachelor's degree with thirty additional hours beyond the master's degree. One man did not indicate the amount of training he had received. The ages of the principals ranged from thirty-two to sixty-four, an average of forty-six years. Nine principals increased their salaries, one decreased and one did not report his salary after reorganization.

Teachers

There was one superintendent who accepted a position in the same district after reorganization as a classroom teacher. He received a salary decrease of \$600.00. He held a master's degree and was fifty-five years old.

II. SUPERINTENDENTS ACCEPTING POSITIONS IN OTHER LOCATIONS AFTER REORGANIZATION

Table II refers to those superintendents who accepted positions in other locations after reorganization as superintendents, assistant superintendents, classroom teachers, and those who entered into other occupations. A total of twenty-three superintendents accepted positions in other locations after reorganization. Seventeen went into a superintendency again; two accepted positions as assistant superintendents; two accepted positions as principals; one

retired and one man did not indicate the occupation he entered. The twenty-three superintendents' ages ranged from thirty-two to seventy-one, an average of fifty years. These superintendents averaged fifteen years' experience as superintendents, with a range of one to forty years. The average increase in salary of the fifteen superintendents reporting was \$637.00. Their salaries ranged from \$5,050.00 to \$7,200.00 before reorganization and from \$4,800.00 to \$9,000.00 after reorganization. As Table II indicates, one superintendent's salary remained the same. Seven superintendents did not report their salary after reorganization. Twelve men increased their salaries and three men decreased in salary.

Superintendents

The average increase in salary of the thirteen reporting superintendents, accepting positions as superintendents in other locations, was \$665.00. Their salaries ranged from \$5,200.00 to \$7,200.00 before reorganization and from \$5,600.00 to \$9,000.00 after reorganization. Four superintendents did not report their salaries after reorganization. Ten men increased their salaries, two superintendents decreased in salary and one remained the same. Ten of the superintendents held masters degrees with advanced work beyond the master's degree. Four men held masters'

degrees and one man held a bachelor's degree. Two superintendents did not indicate the amount of training they had received. The average age of the seventeen superintendents was fifty years, with a range from thirty-three to sixty-six.

Assistant Superintendents

There were two superintendents who accepted positions of assistant superintendents in another location. One man, sixty-five years old, did not report his salary after reorganization, but the other superintendent, thirty-five years old, increased his salary by \$1,400.00. He received \$7,200.00 before reorganization and \$8,600.00 after reorganization. Both men held masters' degrees with advanced hours.

Principals

Two superintendents accepted positions in other locations as principals. One decreased his salary by \$2,800.00 and the other increased his salary by \$700.00. The former was forty-one years of age with a total of six years teaching experience and held a master's degree with advanced hours. The latter was thirty-two years old with a master's degree and seven years of teaching experience.

TABLE II

AGE, TRAINING, EXPERIENCE, POSITION AND SALARIES OF IOWA PUBLIC SCHOOL SUPERINTENDENTS
ACCEPTING POSITIONS IN OTHER LOCATIONS AFTER REORGANIZATION, AS OF JULY 1, 1959.

Identity	TRAINING						EXPERIENCE		ACCEPTED POSITION IN ANOTHER LOCATION AFTER REORG. AS:				ANNUAL SALARY	
	Age	BA	BA + 15 Sem. Hrs.	BA + 30 Sem. Hrs.	MA	MA and above	Total years teach- ing	Total years as Supt.	Supt.	Asst. Supt.	Princi- pal	Other	Before Reorg.	After Reorg.
79	35				X		10	2	X				\$5800	\$5800
82	57					X	21	9	X				5900	--
51	50					X	23	12	X				5900	5600
31	66		Not indicated				42	22	X				6400	5750
47	55					X	33	28	X				6500	7500
24	50					X	17	9	X				6600	--
32	60				X		37	30	X				5500	6200
44	52					X	25	23	X				6100	6200
30	32				X		7	2			X		5200	5900
13	35					X	11	4		X			7200	8600
53	44				X		20	9	X				5500	--
15	60					X	32	27	X				5500	--
96	60				X		25	21				Not Ind.	5050	--
52	50					X	12	8	X				6000	6200
63	49					X	17	12	X				6400	7300
10	34					X	10	6	X				7200	9000
19	65					X	33	32		X			6200	--
11	33				X		11	3	X				6000	6500
93	34			Not Ind.			10	2	X				5600	6500
65	41					X	6	1			X		6000	4800
40	59	X					33	27	X				5200	7000
100	64					X	43	40	X				7150	8850
20	71			Not Ind.			49	35				Retired	4000	--

III. A COMPARISON OF AVERAGE AMOUNT OF SALARY INCREASES FOR SUPERINTENDENTS BY AGE

A comparison of the average annual salary increases for superintendents involved in school district reorganizations during the period from 1958-1959 is shown in Table III according to age. This comparison included superintendents who stayed in the same school district and those superintendents who accepted positions in other locations after reorganization. As indicated, the largest average increase in salary, \$838.59 per year, was found in the age group from twenty-nine to thirty-nine years, while the smallest average increase in salary, \$425.00 per year, was found for those superintendents from forty to forty-nine years of age. Superintendents between fifty and fifty-nine years of age received an average increase of \$717.13, while those superintendents between sixty and sixty-six years of age received an average increase of \$748.88.

TABLE III
COMPARISON OF AVERAGE AMOUNT OF SALARY
INCREASES FOR SUPERINTENDENTS BY AGE

Age of Superintendent	Average Annual Salary Increases
29-39 Years	\$838.59
40-49 Years	425.00
50-59 Years	717.13
60-66 Years	748.88

IV. A COMPARISON OF AVERAGE AMOUNT OF SALARY
INCREASES FOR SUPERINTENDENTS BY YEARS OF TEACHING
EXPERIENCE

A comparison of the average annual salary increases for superintendents involved in school district reorganization during the school year 1958-1959 is shown in Table IV, according to the total number of years of teaching experience. As indicated, the largest average increase in salary, \$852.59 per year, was received by those superintendents with from ten to nineteen years of teaching experience, while the smallest average increase in salary, \$96.00 per year, was received by those superintendents with from thirty to thirty-nine years of experience. The second highest amount of

TABLE IV

COMPARISON OF AVERAGE AMOUNT OF SALARY INCREASES
FOR SUPERINTENDENTS BY YEARS OF TEACHING EXPERIENCE

Number of Years Teaching Experience	Average Annual Salary Increase
0 - 9	\$755.00
10 - 19	852.59
20 - 29	445.00
30 - 39	96.00
40 - 49	694.00*

*Only three cases in this category

salary increases, \$755.00, was received by those superintendents with less than nine years of teaching experience.

The third highest increase of \$694.00 was received by the men with from forty to forty-nine years of experience, however, there were only three men in this category. Superintendents with from twenty to twenty-nine years of teaching experience received an average annual salary increase of \$445.00.

VI. FINANCIAL STATUS AFTER REORGANIZATION OF SUPERINTENDENTS WITH AND WITHOUT MASTER'S DEGREE

As shown in Table V, sixty of the seventy-five superintendents with a master's degree increased their earnings after reorganization, four decreased, five stayed the same and six did not report.

Of the seven superintendents with less than a master's degree, five increased their earnings after reorganization. One superintendent reported the same salary and one did not report.

TABLE V
FINANCIAL STATUS AFTER REORGANIZATION
OF SUPERINTENDENTS WITH AND WITHOUT
MASTER'S DEGREE

Superintendents	Master's Degree	Less Than Master's Degree
Increased Earnings - - - -	60	5
Decreased Earnings - - - -	4	0
Same Earnings- - - - -	5	1
Not Reporting Earnings - -	6	1
*		
Total	75	7

*Four superintendents did not report amount of training.

VI. COMPARISON OF SALARY DATA OF THIS STUDY, 1958-59,
WITH SALARY DATA AS REPORTED FOR 1955-57

The average salary before reorganization of the eighty-five superintendents reporting was \$6,456.56. One superintendent did not report his salary before reorganization. After reorganization the average salary of the seventy-seven superintendents reporting was \$7,263.38. Nine superintendents did not report their salaries after reorganization. According to Glass's study for 1955-57:

The average salary before reorganization of the ninety-three superintendents reporting was \$5,614.46. One superintendent did not report his salary before reorganization. After reorganization the average salary of the eighty-six superintendents reporting was \$6,230.34. Eight superintendents did not report their salaries after reorganization.¹

Table VI shows the comparison of the average salaries before and after reorganization for the two periods studied.

TABLE VI

THE AVERAGE SALARY BEFORE AND AFTER REORGANIZATION
OF IOWA SUPERINTENDENTS

Superintendents Salaries	Periods Covered	
	1955-1957	1958-1959
Before Reorganization - - - - -	\$5,614.46	\$6,456.56
After Reorganization- - - - -	6,230.34	7,263.38

¹Glass, op. cit., pp. 28-29.

The average increase in salary of the seventy-seven superintendents reporting salaries before and after reorganization was \$724.00. Sixty-six of the seventy-seven superintendents reporting received higher salaries after reorganization, five had decreased earnings and six received the same salaries as before reorganization. Glass reported that for 1955-57:

The average increase in salary of the eighty-six superintendents reporting salaries before and after reorganization was \$556.00. Sixty-five of the eighty-six superintendents reporting were better off financially after reorganization, seven had decreased earnings and fourteen remained the same.¹

Those superintendents remaining in the reorganized district as superintendent received the greatest salary increase, an average of \$1,011.00; as compared to those Glass studied who received an average increase of \$850.00.²

Superintendents entering into other school systems as superintendents received an average increase of \$665.00; as compared to the average increase Glass found of \$602.00.³

In this study it was found that the superintendents with thirty to thirty-nine years of teaching experience had the lowest average salary increases, while the group with between ten and nineteen years of experience had the largest average salary increases.

¹Glass, op. cit., p. 29.

²Ibid., p. 29.

³Ibid., p. 29.

According to comparable data by Glass for 1955-57:

Superintendents with ten to nineteen years of teaching experience had the largest percentage of salary increases. The highest percentage of salary decreases occurred in the group with twenty to twenty-nine years' experience.¹

VII. SUMMARY

In this study eighty-six per cent of the questionnaires were returned. Of the eighty-six superintendents investigated, sixty-three superintendents remained in the same school after reorganization. Thirty-three remained as superintendents, eighteen as assistant superintendents, eleven as principals, and one as a classroom teacher. The average increase in salary of the thirty-three reporting superintendents remaining as superintendents in the same district after reorganization, was \$1,011.00, as compared with \$390.00 average increase for the eighteen superintendents who became assistant superintendents and \$680.00 for the eleven superintendents who became principals. One superintendent had a \$600.00 decrease in salary when he became a classroom teacher. The average age of the superintendents remaining in the same district after reorganization was forty-seven years.

Twenty-three of the superintendents reported that they accepted positions in other locations after school

¹Glass, op. cit., p. 32.

district reorganization. Seventeen went into a superintendency again; two accepted positions as principals; one retired and one man did not indicate the occupation he entered. The average increase in salary of the thirteen reporting superintendents, accepting positions as superintendents in other locations, was \$665.00, as compared with an average increase of \$1,400.00 for the one superintendent who became an assistant superintendent. Two superintendents accepted positions in other locations as principals; one decreased his salary by \$2,800.00 and the other man increased his salary by \$700.00. The average age of the superintendents accepting positions in other locations after reorganization was fifty years.

Of the eighty-six superintendents investigated, those superintendents receiving the largest average salary increase, \$838.59 per year, was found in the age group from twenty-nine to thirty-nine years. Those superintendents with ten to nineteen years of teaching experience received the largest average salary increase of \$852.59 per year. Superintendents with master's degrees received the largest percentage of salary increases.

In comparing the salary data of this study, 1958-59, with salary data as reported for 1955-57, it was found that salaries of superintendents had increased for those superintendents who remained in the same school district after reorganization and those men who accepted positions in other

locations after reorganization. It was found for the two periods studied that superintendents with ten to nineteen years of teaching experience had the largest average salary increases.

CHAPTER III

SUMMARY AND CONCLUSIONS

The purpose of this project was to determine the effects school district reorganization had on the status of Iowa superintendents both professionally and from the standpoint of salary by seeking to answer the following questions: Do the superintendents (1) become superintendent of the newly reorganized district? (2) become principal of one of the schools involved in the reorganization? (3) become a classroom teacher in one of these schools? (4) become a superintendent, principal or classroom teacher of a school that is not directly involved in the reorganization? (5) receive a comparable salary after reorganization? (6) enter into some other type of work or profession?

The answers to these questions were obtained from a questionnaire sent to superintendents of schools in those school districts where two or more superintendents were employed at the time school district reorganization became effective in the 1958-1959 school year.

Tabulations of returns of the questionnaires were made to show those superintendents who accepted positions in the same school after reorganization and those superintendents who accepted positions in other locations after reorganization. Tabulations were made to show age, training,

experience, position and salaries. The average amount of salary increases for superintendents by age; the average amount of salary increases for superintendents by years of teaching experience; the financial status after reorganization of superintendents with and without master's degrees was determined and reported.

Superintendents remaining in the newly reorganized districts as superintendents received the largest salary increase, an average of \$1,011.00 per year. Those entering into other systems as superintendents received an average annual increase of \$665.00. Superintendents who accepted positions as assistant superintendents, principals, and classroom teachers received smaller increases, except in the case of one assistant superintendent, regardless of whether or not they remained in the same school district.

From this study it was determined that the largest average amount of salary increase was received by superintendents in the age group from twenty-nine to thirty-nine years and with ten to nineteen years of teaching experience. Superintendents with master's degrees received the largest percentage of salary increases.

Based upon the review of the literature and the responses of the superintendents involved to written questionnaires, the following conclusions were reached:

1. Superintendents remaining in the same school district after reorganization as superintendents received

the greatest salary increases.

2. Superintendents tended to remain in some type of administrative position after reorganization.

3. Younger superintendents tended to remain in the same reorganized district after reorganization.

4. After reorganization, superintendents with a master's degree and above did better financially than those with less than a master's degree.

5. Superintendents between the ages of twenty-nine and thirty-nine received the largest salary increases.

6. Superintendents with ten to nineteen years of teaching experience had the highest percentage of salary increases. The largest amount of salary decreases occurred in the group with thirty to thirty-nine years' experience.

7. With such a rapid increase in reorganization, superintendents positions, in a majority of cases, were not jeopardized by school district reorganization.

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B. UNPUBLISHED MATERIALS

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UNITED STATES DEPARTMENT OF JUSTICE

Washington, D. C.

Dear Mr. [Name]:

[Faint, mostly illegible text paragraph]

[Faint, mostly illegible text paragraph]

We assure you that
[Faint text] **APPENDIX**
[Faint text]

Very truly yours,
[Faint signature]

Sincerely,

[Faint signature]

LETTER FROM DEPARTMENT OF PUBLIC INSTRUCTION

December 8, 1959

Dear Fellow Superintendent:

A study entitled, "What Happens to Superintendents as a Result of Local School District Reorganization," was completed last year by Robert Glass. This involved all reorganizations up to July 1, 1957. At this time we would like to do a similar study dealing with reorganizations since July 1, 1957 to July 1, 1959. This study will be done by Donald W. Mueller, Roland, Iowa, under the direction of Dr. Imon Bartley, Drake University, and in cooperation with the State Department of Public Instruction.

Enclosed you will find a questionnaire designed to obtain answers to these questions and a self-addressed envelope for your convenience in returning the questionnaire.

We assure you that persons filling out this questionnaire will not be identified in the final results of this study. An attempt has been made to make the questionnaire brief so as not to be too time consuming.

May we please have this questionnaire by return mail. Your kind cooperation will be greatly appreciated.

Very sincerely yours,

/s/ J. C. WRIGHT
State Superintendent of Public
Instruction

JCW:sk

Enclosure

QUESTIONNAIRE

WHAT HAPPENS TO SUPERINTENDENTS AS A
RESULT OF LOCAL SCHOOL DISTRICT REORGANIZATION

1. Your full name _____.
2. Home address _____.
3. Present school or business address _____.
4. Age _____.
5. College training (1) BA; (2) BA plus 15 sem. hrs.; (3) BA plus 30 sem. hrs.; (4) MA; (5) MA plus (No. of hrs.) _____. Circle the one that pertains to you.)
6. Total years of teaching experience in and out of the State of Iowa _____.
7. Total years as a superintendent _____.
8. Year and name of school where you were located at the time of reorganization _____.
9. Did you remain in the same school after reorganization?
(1) Yes (2) No (Circle)
 - A. If Yes, please indicate in what capacity (Circle)
 - (1) Superintendent
 - (2) Principal
 - (3) Classroom teacher
 - (4) Other (Indicate _____).
 - B. If No, please indicate name of present school or school district _____.

- C. Indicate position now held (Circle)
- (1) Superintendent
 - (2) Principal
 - (3) Classroom teacher
 - (4) Other (Indicate _____).

- D. If in business or other profession, please indicate your reason(s) for leaving the field of education.

10. Annual school salary before reorganization_____.
(Confidential)
11. Annual school salary (or income, if in business or other profession) after reorganization_____.
(Confidential)
12. Use reverse side for additional comments relative to your status as a result of reorganization.